

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL  
REPORT NUMBER 12 OF THE CAMPUS AFFAIRS COMMITTEE**

**SEPTEMBER 14, 2015**

To the Campus Council,  
University of Toronto Mississauga

Your Committee reports that it held a meeting on September 14, 2015 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Dr. Joseph Leydon, Chair  
Mr. Simon Gilmartin, Vice-Chair  
Professor Ulli Krull, Acting Vice-President &  
Principal  
Mr. Daniel Ball  
Mr. Arthur Birkenbergs  
Mr. Dario Di Censo  
Mr. Paul Donoghue, Chief Administrative  
Officer  
Dr. Giovanni Facciponte  
Ms Maheen Farrukh  
Mr. Connor Fitzpatrick  
Professor Hugh Gunz  
Ms Lina Hassan  
Ms Donna Heslin  
Ms Megan Jamieson  
Ms Hoda Khan  
Professor Amy Mullin, Vice-Principal Academic  
and Dean  
Mr. Mark Overton, Dean of Student Affairs  
Professor Cheryl Regehr, Vice-President and  
Provost  
Professor Chester Scoville  
Mr. Andy Semine  
Professor Jumi Shin

Professor Steven Short  
Ms Tsz Yan Tam  
Dr. Gerhard Trippen  
Professor Anthony Wensley

**Regrets:**

Professor James Allen  
Professor Jennifer Carlson  
Professor Philip Clark  
Mr. Nykolaj Kuryluk  
Professor Judith Poë  
Ms Amber Shoebridge

**Non-Voting Assessors:**

Ms Christine Capewell, Director, Business  
Services

**In Attendance:**

Mr. Ebi Agbeyegbe, President, UTMSU  
Ms Andreea Mihai, Medium  
Mr. Chad Nuttall, Director, Student Housing & Residence Life  
Mr. Trevor Rodgers, Senior Manager, Planning and Budget  
Ms Heather Stevens, Senior Planning Advisor, Business Services

**Secretariat:**

Ms Cindy Ferencz Hammond, Director of Governance, Assistant Secretary of the Governing Council  
Ms Mariam Ali, Committee Secretary

**1. Orientation**

The Chair and Ms Cindy Ferencz-Hammond, Director of Governance, UTM and Assistant Secretary of the Governing Council presented Orientation material to new members, who were also directed to Orientation Resources available at <http://uoft.me/OrientationResources>.

The Chair explained that the Committee would oversee matters that directly relate to the quality of student and campus life. The presentation<sup>1</sup> included visual representations of the governance path for the consideration of capital projects, compulsory non-academic incidental fees, as well as the campus and institutional budget. Ms Ferencz-Hammond discussed the use and value of cover sheets and the governance portal, Diligent Boardbooks.

The Chair invited Professor Amy Mullin, Vice-Principal Academic and Dean, Mr. Donoghue, Chief Administrative Officer and Mr. Overton, Dean of Student Affairs to present an overview of the Campus and their respective roles as administrative assessors. The presentation outlined senior administrative structures at UTM and assessor priorities for the 2015-16 academic year<sup>2</sup>.

## **2. Chair's Remarks**

The Chair welcomed members to the first meeting of the Campus Affairs Committee for the 2015-16 academic year. He introduced Mr. Simon Gilmartin, Vice-Chair of the Committee; Professor Ulli Krull, Acting Vice-President and Principal; and the Committee's voting assessors, Professor Amy Mullin, Vice-Principal Academic and Dean, Mr. Paul Donoghue, the Chief Administrative Officer and Mr. Mark Overton, the Dean of Student Affairs. The Committee's non-voting assessors were also introduced: Ms. Christine Capewell, Director of Business Services and Mr. Dale Mullings, Assistant Dean, Students and International Initiatives.

The Chair provided an update on Elections, advising members of a by-election that was required for one seat in the Librarian constituency and would open on September 15 until September 22. Notifications would be distributed to all Librarians and relevant information would be posted on the Office of the Campus Council website.

The Chair invited Professor Ulli Krull, Acting Vice-President & Principal, to speak to members regarding the recent announcement of exploring the possible presence of UTM in Brampton. Professor Krull reminded members that the Ministry of Training, Colleges and Universities (MCTU) had announced a Major Capacity Expansion Policy Framework in 2013, which had been awarded in May, 2015 to York University and Seneca College in Markham. The MCTU had also announced at that time that a second round of funding would occur which was focused on, and directed toward the Peel and Halton Regions. Professor Krull stated that the City of Brampton created a Blue Ribbon Panel, commissioned to begin discussions with post-secondary institutions. UTM senior administration was invited to speak to the Blue Ribbon Panel, however no proposal has been created or put forward by UTM. Professor Krull advised members that currently UTM and the City of Brampton were exploring the idea and would only proceed should there be a synergistic relationship between the two partners. He also added that in the event a proposal was to come forward, it would involve extensive consultation within the UTM community.

## **3. Current Year Campus and Institutional Operating Budget: Presentation by Professor Cheryl Regehr, Vice-President and Provost, Mr. Trevor Rodgers, Senior Manager, Planning and Budget, Mr. Paul Donoghue, Chief Administrative Officer and Professor Amy Mullin, Vice-Principal Academic and Dean**

The Chair informed members that the presentation would provide context for the 2015-16 Budget, including structure and process, enrolment, UofT Revenue, expense and university fund, Student financial support. The discussion at this Committee level would support UTM's annual budget preparations and the integration of

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<sup>1</sup> A copy of the Orientation Presentation is attached as Attachment A.

<sup>2</sup> A copy of the Assessor Presentation is attached as Attachment B.

campus budget plans into the University's budget. The Chair then invited Professor Cheryl Regehr, Vice-President and Provost, Mr. Trevor Rodgers, Senior Manager, Planning and Budget, Mr. Paul Donoghue, Chief Administrative Officer and Professor Amy Mullin, Vice-Principal Academic and Dean to present. The presentation included the following key points<sup>3</sup>:

- The broader context for the University's Operating Budget involved several factors, including low interest rates, the declining Canadian dollar, differentiation of priorities among Canadian universities, public sector wage restraint, domestic tuition cap, internationalization and a provincial deficit of approximately \$12 billion;
- Ontario's per-student operating grant funding is the lowest in the country and that allocation per student to the University of Toronto is less than any other university in Ontario;
- That the government allocation for the indirect costs of research occurs on a sliding scale, so that smaller universities receive more than larger universities; the University of Toronto receives the least such funding of any university in Canada;
- That the so called U6, or research intensive universities in Canada are working together to highlight the importance of research;
- Ontario tuition increases have been capped at 3%;
- That a balanced budget was projected at the institutional level (\$2.16 billion) in 2015-16;
- The Provincial operating grant as a share of total operating revenue had decreased from 44 % in 2006-07 to 30% in 2015-16, and would continue on its downward trend to 27% by 2019-20;
- International tuition as percentage of revenue has steadily increased from 7 % in 2006-07 to 21 % in 2015-16 and was projected to grow to 25 % by 2019-20; The Canadian dollar has had a major effect on this trend, making UofT's tuition more attractive to international students;
- Professor Regehr stated that the three sources of revenue - international tuition, operating grant and domestic tuition, would be divided relatively equally by 2019-20;
- Structural budget challenge: Weighted average increase in revenue was 2.5% while weighted average increase in expenses was 4.0%, producing a structural deficit of 1.5% driven primarily by compensation increases;
- The budget model principles were: to minimize administrative costs of the model; to support local innovation; that faculties should strive to generate revenues to cover their costs and central costs; and that inter-divisional activity would be encouraged and supported;
- Long term tri-campus undergraduate enrolment plans indicated that UTM and UTSC would continue growth until 2019, by 20 % and 14% respectively, whereas the St. George campus would keep enrolment figures relatively flat;
- Mr. Rodgers provided a compensation update, stating there were ongoing negotiations with the University of Toronto Faculty Association (UTFA), and listed details of agreements with CUPE 3902 Unit 1 and 3, as well as USW agreement;
- \$176 million in financial assistance was provided by the University to its undergraduate students in 2013-2014 and \$256 million in financial support for graduate students;
- The University Fund (UF) was created by a 10% deduction from gross revenues that would be allocated by the Provost based on academic plans and institutional priorities;
- UF allocations totaled \$10 million for 2015-16, including a one-time-only \$4.0 million allocation;
- The 2015-16 total revenue budget for UTM was \$238.9 million, after allocations towards the University Fund, University-wide costs, and Student Aid, net revenue for UTM was \$184.3 million;
- That to create sustainable growth and provide a rich academic experience, the strategy employed at UTM was to use additional revenue towards one-time capital investments and increasing space to allow for additional faculty hires;

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<sup>3</sup> A copy of the Budget Presentation is attached as Attachment C.

- UTM campus-related costs included occupancy costs (largest item), library, student life, Admin/Finance and Human Resources and Information Technology;
- UTM's UF contributions in 2015-16 totalled \$24.4 million, a \$2.0 million increase over the previous year. The UF allocation to UTM represents the cumulative total of \$6.6 million as at the previous year, plus an incremental allocation of \$600K in 2015-16, resulting in a net UF contribution to-date of \$-17.2 million. The 2015-16 UF allocation of \$600,000 was directed towards three faculty hires to address the student faculty ratio (\$450,000) as well as towards the international student services division (\$150,000);
- Professor Mullin added that new faculty start-up funding varied significantly between disciplines, with faculty hire in the sciences required up to \$700,000 in funding, whereas Humanities and Social Sciences were between \$5000 and \$20,000.

In response to a member's question about the list of capital debt carried on the Operating Budget, Mr. Donoghue noted that UTM paid towards a portion of the Sidney Smith Patio, which was located on the St. George campus, and clarified that "Alumni Gates" referred to the Collegeway entrance.

In response to a member's question, Professor Regehr noted that larger undergraduate divisions were net contributors to the UF, and net recipients included the faculties of Forestry, Dentistry, Law, Information Studies, Music and Medicine.

The member inquired if allocations to the base budget were irreversible. Professor Regehr responded that the allocations made at the time of the previous budget model were irreversible, and that allocations made within the new budget model could be pulled back however would require either significant cutbacks or the closing of a faculty. Mr. Donoghue added the bulk of UF allocations to the base budget were ongoing in nature and therefore were treated as part of UTM's continuing base budget.

#### **4. Calendar of Business, 2015-16**

The Chair referred members to the Calendar of Business, and advised that the document would be updated on the Office of the Campus Council website every Friday; he encouraged members to review the Calendar on a regular basis.

#### **5. Assessor's Report**

Mr. Paul Donoghue reported on upcoming items at the next meeting which would include presentations on food services and IT at UTM. He also advised members an update would be provided on the North 2 capital project, stating that the Design-Build contract had been recently awarded to the team of Stuart Olson/Perkins-Will.

### **CONSENT AGENDA**

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 7 - Report of the Previous Meeting, be approved.

6. **Report on Capital Projects** – as at September 14, 2015
7. **Report of the Previous Meeting:** Report 11 – April 27, 2015
8. **Business Arising from the Report of the Previous Meeting**
9. **Date of Next Meeting** – Monday, November 16, 2015, 4:10 p.m.

**10. Other Business**

There were no items of other business.

The meeting adjourned at 6:15p.m.

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Secretary  
September 17, 2015

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Chair

## University of Toronto Mississauga Campus Affairs Committee

September 14, 2015  
Orientation



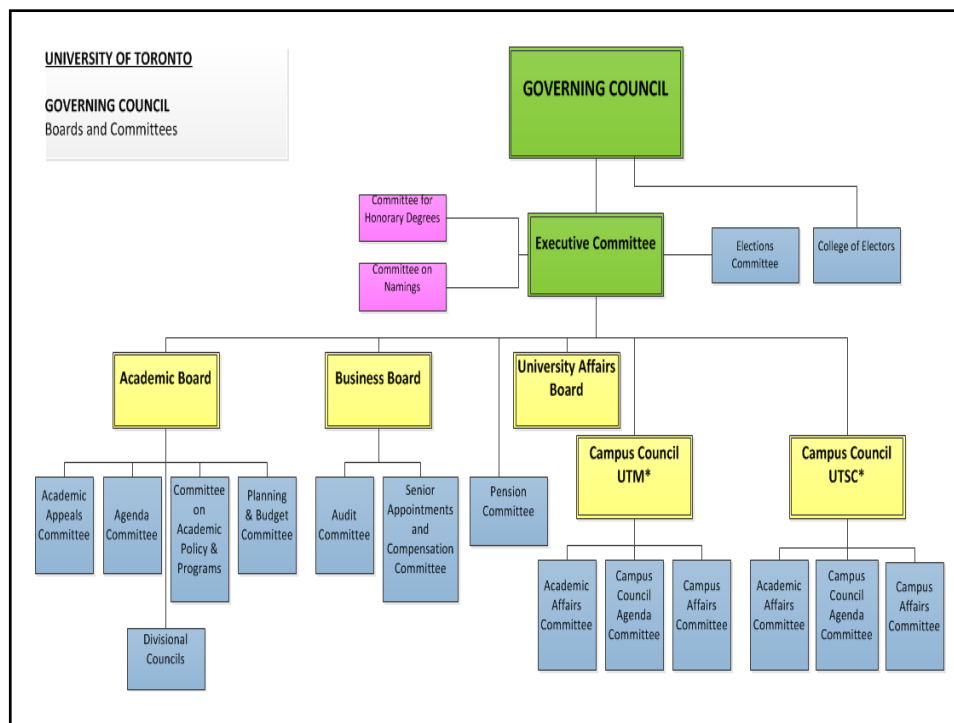
### What are the Terms of Reference of the CAC?

- Consider all matters that directly concern the quality of student and campus life.
- Monitor, review and make recommendations concerning a broad range of planning issues and priorities and for the use of campus resources.
- Receive reports from administrators.



## What are the Key Elements of the CAC TOR?

- Budget
- Campus and student services
- Campus Master Plans
- Campus security
- Capital plans, projects and space
- Child care
- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Extra-Departmental Units (planning and resource implications)
- Relations with the campus' external community
- Student societies and campus organizations



## What is the Committee's Role in Relation to Other Governing Bodies?

- Most items the CAC considers will be recommended to the Campus Council;
- The Committee is an entry point to governance -
  - the CAC is expected to have the fullest and most detailed discussion and debate before items move on.



## Who are the CAC Members ?

- Total membership: 35
- 7 students;
  - 9 teaching staff;
  - 4 community members;
  - 4 administrative staff;
  - 1 librarian;
  - additional ex-officio members





## Who are the Assessors?

- Voting Assessors
  - Voting Assessors: CAO (Paul Donoghue); VP Academic & Dean (Amy Mullin); Dean of Student Affairs (Mark Overton);
- Non-voting Assessors
  - Ms Christine Capewell
  - Mr. Dale Mullings



## What is the Role of the Assessors ?

- Bring forward proposals from the administration for consideration
- Provide reports for information.
- Introduce items before discussion and vote
- Roles of the assessors to this committee reflect their administrative terms of reference



## What are the Responsibilities of CAC Members ?

- Reflect the perspectives of their estate, as appropriate
- Members act in the best interests of the institution as a whole
- Refer to “Expectations and Attributes of Governors & Key Principles of Ethical Conduct” in the quick reference guide



## Committee Members: Tips for Effective Participation

**Informed participation** → review materials in advance  
(attention to cover sheets)

- **Adding value**
  - Provide feedback/advice to assessors in preliminary stages of a proposal
  - Make suggestions for improvements to presentations for subsequent bodies in the governance process
  - Ask questions (if answers will require preparation it is best practice to alert assessors in advance so that they can be prepared)
  - Ask about consultation process
  - The importance of Items for information



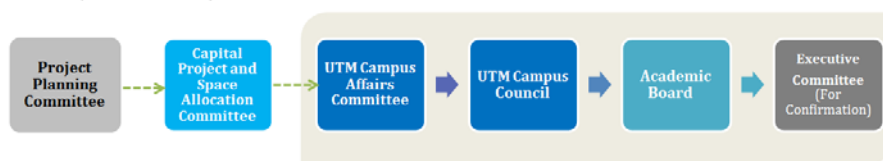
## Calendar of Business: What business will be brought to CAC this year?

- Developed annually for all Governing Council bodies
- An overview of all anticipated business to be transacted in the year
- New items are added (updated every Friday) as they arise from the administration

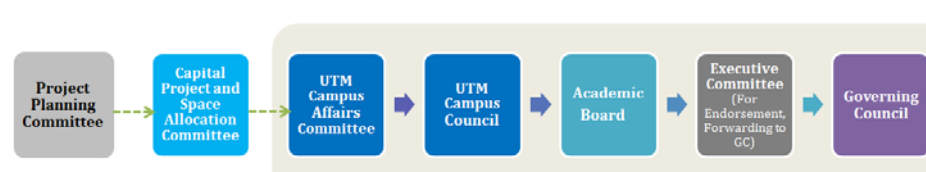


## APPROVAL OF CAPITAL PROJECTS

### Level 2 (\$3 - 10 million)



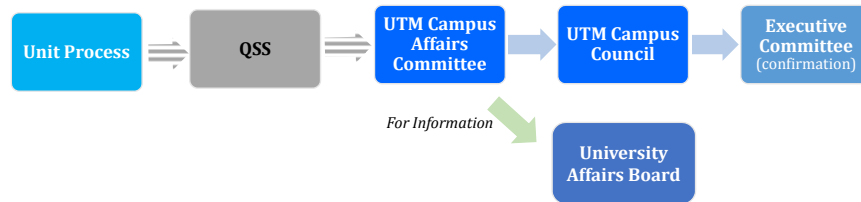
### Level 3 (> \$10 million)



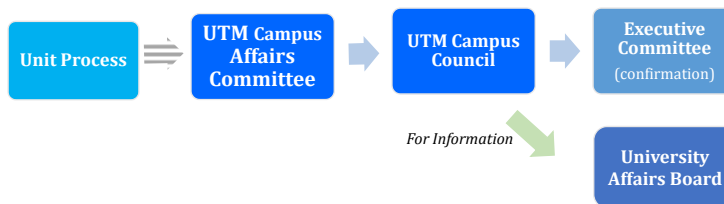
### Execution of the Approved Project/Borrowing



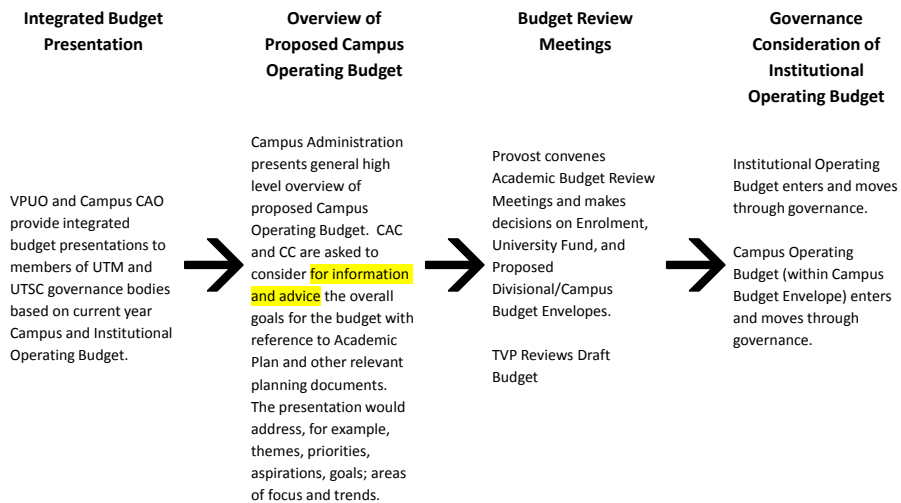
## COMPULSORY NON-ACADEMIC INCIDENTAL FEES



## ANCILLARY BUDGETS



## Budget Process



## How is the Agenda Set?

- Agenda planning is the “hand-off” from the administration to governance.
- Agenda planning group includes the Chair, Vice-Chair, the assessors and others as deemed appropriate by the Chair.
- The guiding principle is that the agenda is set by the Chair after receiving advice from the agenda planning group.



## What is the Structure of the Agenda ?

1. Reports and Presentations
2. Items for Approval
3. Assessor’s Report (standing item for each meeting)
4. Consent Agenda (routine/transactional items)
5. Other Business
6. In Camera Session



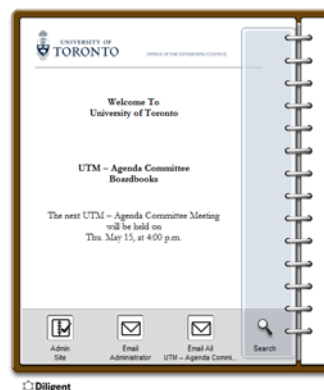
## What is the Consent Agenda ?

- Items for which it is anticipated that there will be little or no discussion or debate because they are more routine or transactional are put on the Consent Agenda.
- Any member may request to have an item removed from the Consent Agenda and placed on the regular Agenda by contacting the secretary in advance of the meeting.




## How Does One Access Meeting Documents ? The Governance Portal: Diligent Boardbooks

- Only tool used to distribute confidential meeting documentation to members, and therefore the expectation is that all members make use of it
- Password protected
- Instructions for setup: <http://uoft.me/DBBInstructions>
- User Name: "firstname (space) lastname" and the temporary Password is "June2015".



## Cover Sheets

- 1 General
- 2 Header Information
- 3 Sponsor & Presenter
- 4 Jurisdictional Information
- 5 Previous Action Taken
- 6 Highlights
- 7 Recommendation

FOR RECOMMENDATION	CONFIDENTIAL	CLOSED SESSION
 UNIVERSITY OF TORONTO OFFICE OF THE GOVERNING COUNCIL		
<b>TO:</b> Name of Governance Body		
<b>SPONSOR:</b> Name, Position, Division/Department/Unit		
<b>CONTACT INFO:</b> Phone Number, Email Address		
<b>PRESENTER:</b> Name, Position, Division/Department/Unit		
<b>CONTACT INFO:</b> Phone Number, Email Address		
<b>DATE:</b> Date Prepared for Date of Meeting		
<b>AGENDA ITEM:</b> Item Number		
<b>ITEM IDENTIFICATION:</b> The full name of item as listed on the agenda appears here.		
<b>JURISDICTIONAL INFORMATION:</b> Jurisdictional information related to the item and the Governance Body's role is specified here.		
<b>GOVERNANCE PATH:</b> 1. Entry Point Governance Body (Date of Meeting) 2. This Governance Body (Date of Meeting) 3. Next Governance Body (Date of Meeting) + Governance Body (Date of Meeting) + Governance Body (For Information) (Date of Meeting) 4. Final Governance Body (Date of Meeting)		
<b>PREVIOUS ACTION TAKEN:</b> Previous action taken is delineated here.		
<b>HIGHLIGHTS:</b> In respect of the Body's terms of reference, the highlights of the proposal are summarized here.		
<b>FINANCIAL IMPLICATIONS:</b> The financial implications of the proposal are outlined in this section.		
<b>RECOMMENDATION:</b> Be It Recommended to the Next Governance Body: THAT the action be taken, to be effective on the date specified.		
<b>DOCUMENTATION PROVIDED:</b> First Document Name Second Document Name		

## Conduct of Meetings

- Modified version of Bourinot's Rules of Order which are included in the Governing Council's By-Law Number 2.
  - Meetings are normally open.
  - Members may speak once in a debate for up to 5 minutes to allow for wide participation
  - Only members and voting assessors may participate in debate and vote.
  - Non-members who wish to speak must request to do so in advance of the meeting.

## Decisions

### Proposals may be

- Approved (occasionally clarified or amended)
- Rejected
- Referred back to the administration **with advice.**
- Withdrawn by the administration.



## How is all of this accomplished ? The Secretariat

- Facilitate governance process with neutrality
- Act as expert resource to members and administration
- Ensure that documentation and Cover Sheets are complete
- Maintain the Calendar of Business
- Support the Chair and the Committee
  - UTM Director of Governance – Cindy Ferencz-Hammond
  - UTM Committee Secretary – Mariam Ali





## Role of Governance vs. Administration

- Administration manages the University, issues reports and proposals.
- Governance is the receiver of proposals and reports from the administration.
- Primary Functions of Governance – Oversight, Advice, Approval (or rejection)
- Together the functions of governance and administration are sustaining and advancing the University's purpose, strength and well-being.



## Member Resources

- <http://uoft.me/OrientationUTM201516>
- Quick access to frequently used member resources (membership lists, assessors, COB, schedules, TOR, portal)

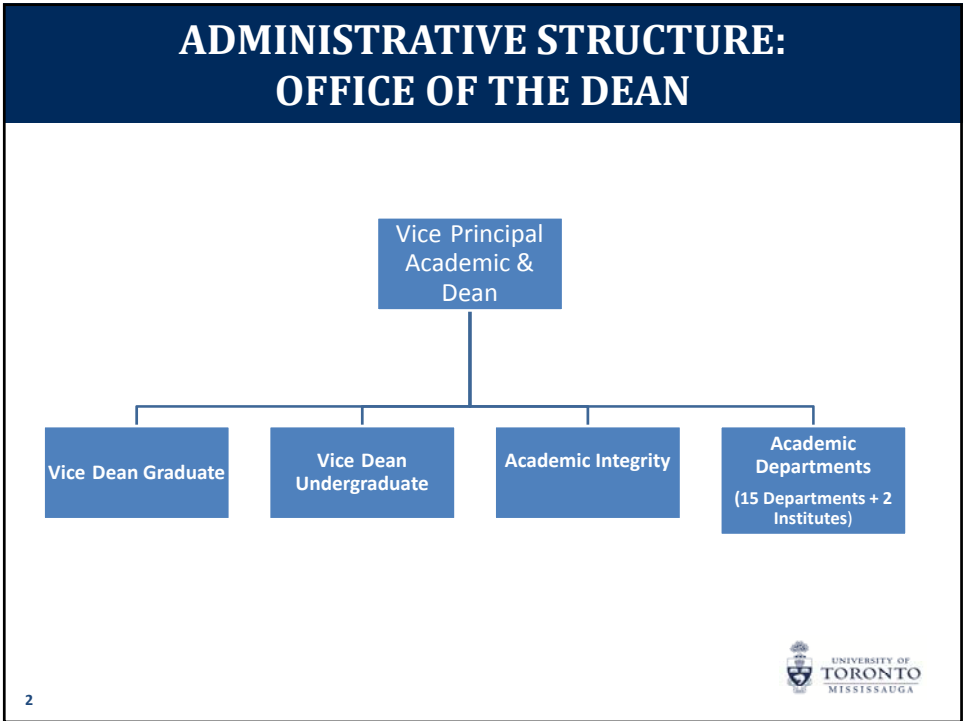




**University of  
Toronto  
Mississauga**

**Campus Affairs  
Committee**

September 14, 2015



## OFFICE OF THE DEAN: FOCUS FOR 2015/16

- Search for Vice-Principal, Academic & Dean underway
- UTM undergoing External Review



3

## FACTS AND FIGURES

- 15 Distinct Academic Departments
  - Institute of Communication, Culture, Information and Technology
  - Institute for Management & Innovation
  - Mississauga Academy of Medicine

147 PROGRAMS AND 90 AREAS OF STUDY

- Over 14000 students (undergraduate + graduate) (top 1/3<sup>rd</sup> of Canadian universities)
- Over 2300 full-time & part-time employees, including 915 permanent faculty & staff

OVER 49000 ALUMNI

U of T is ranked first in Canada for its research - UTM is a part of that success

- 225 acres; nearly 2.5 million gsf of built space; replacement cost of about \$2.5 billion
- 21 academic and administrative buildings plus 9 residence complexes

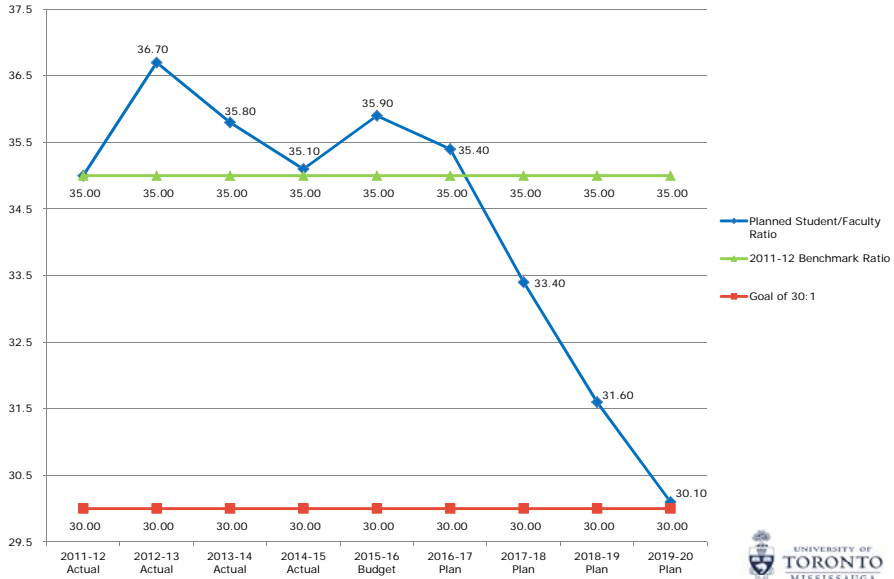
TOTAL REVENUE \$245.0 M

NET OPERATING BUDGET: \$184.3 M (+\$19 M IN ANCILLARIES REVENUE)



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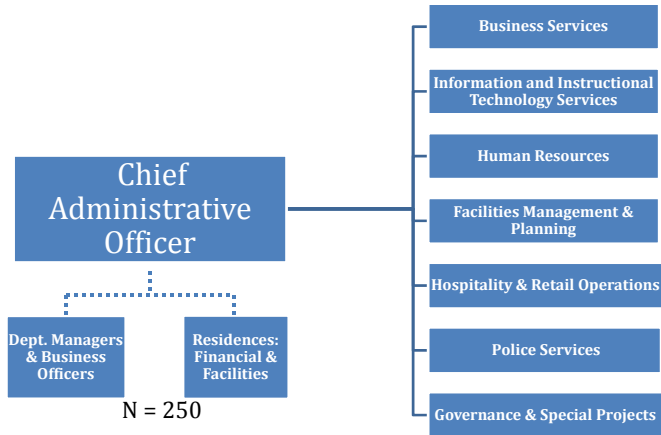
# STUDENT:FACULTY RATIO



5



# ADMINISTRATIVE STRUCTURE: OFFICE OF THE CAO



6



## “OTHER STUFF”

- Planning & Budget
- Business Board
- Design Review Committee
- Ad hoc HR groups
- Campus Affairs Committee (+ Agenda Planning)
- Campus Council
- Co-chair UTM Emergency Management Team
- UTM Executive Committee
- UTM Administrative Committee
- UTM Space Planning & Management Committee

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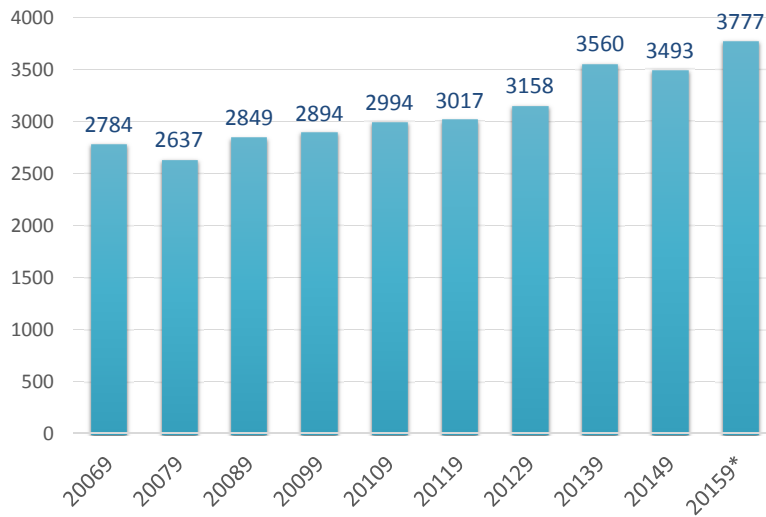
## A DECADE OF CHANGE



8



## TOTAL NEW INTAKE 2006-2015



\*DATA UPDATED SEPTEMBER 4, 2015

9



## CAO FOCUS FOR 2015/16

- **IITS**
  - Continuing re-alignment; “service first”
  - Prototype Active Learning Classrooms
  - Infrastructure/coverage improvements
- **Hospitality & Retail Services**
  - Food Master Plan Initiatives
  - **New Food Services Contract**

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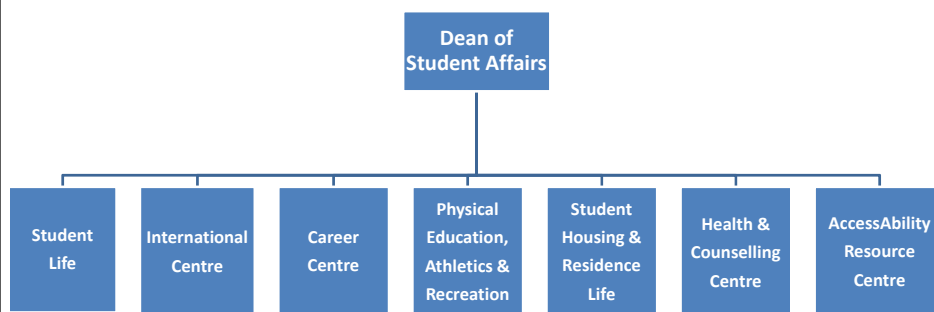
## CAO FOCUS FOR 2015/16

- **Financial**
- Budget + Long Term Fiscal Planning
- De-centralizing of budget
- Long Term Capital Plan
- Ancillary Performance (Parking, Food, Residence, Conference)
- **Capital Construction**
- Continuing Projects (e.g. teaching labs, research greenhouse, infrastructure upgrades)
- New (e.g. parking deck; **North2**)

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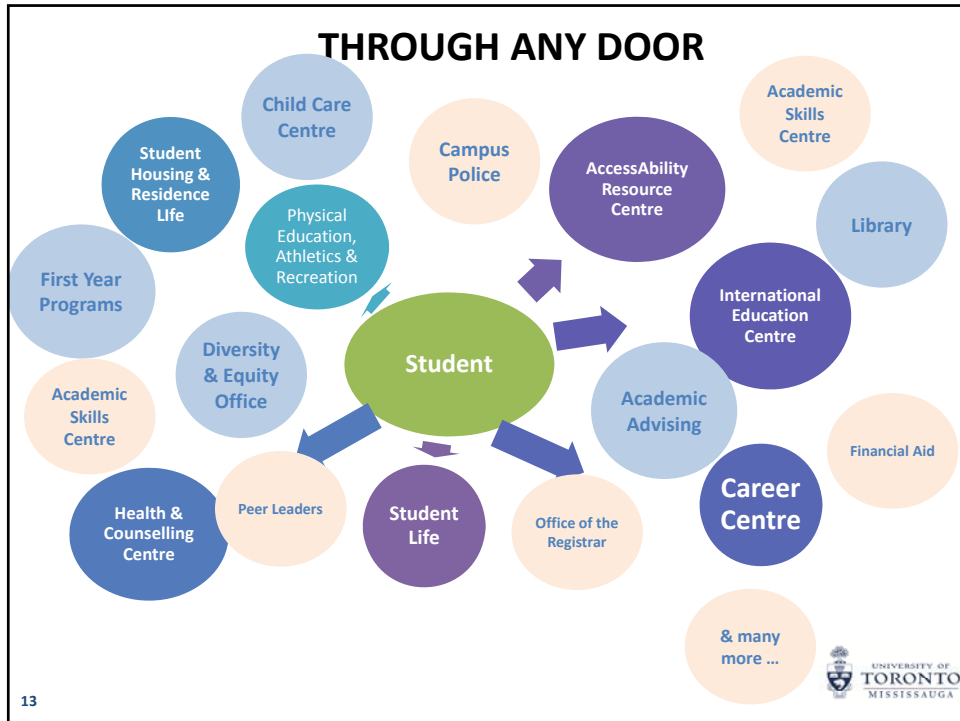


## ADMINISTRATIVE STRUCTURE: STUDENT AFFAIRS



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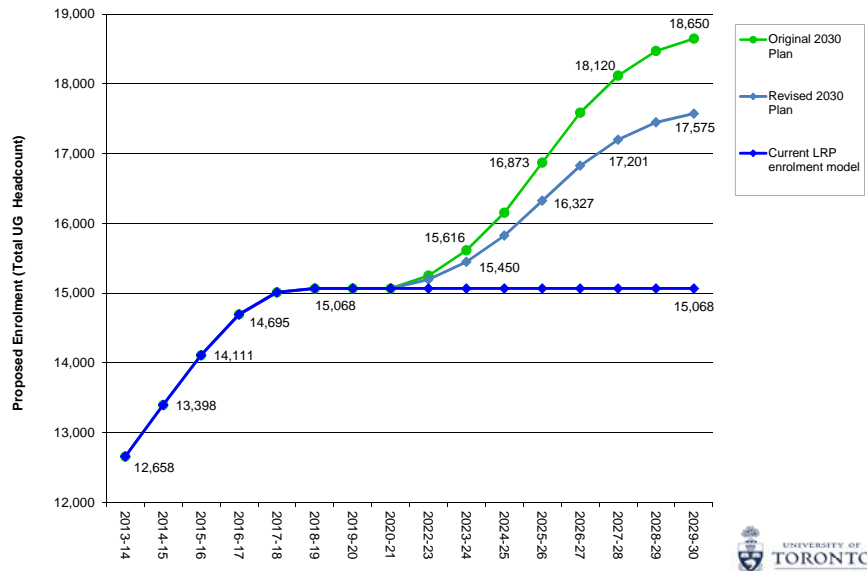




- ### DEAN OF STUDENT AFFAIRS FOCUS FOR 2015-16
- Easing referral processes to make the right experts available more quickly and efficiently
  - Supporting local implementation of UT's sexual assault prevention and response plans
  - Expanding international learning partnerships
  - Annually, bringing forward Student Societies' fee requests and Student Affairs & Services' operating plans and compulsory non-academic incidental fee requests
- UNIVERSITY OF  
**TORONTO**  
MISSISSAUGA
- 14



## UTM UNDERGRADUATE ENROLMENT Planned Growth Under Review



15



## PRIORITY: ENROLMENT

- Enrolment Growth + “Pause” Period
- Domestic Growth Considerations
- Demographics + Western GTA
- Shifting Areas of Interest/Demand

16



## CHALLENGES/OPPORTUNITIES

- Increased competition/Enrolment as driver
- Student-to-Faculty Ratio
- Intensifying fiscal pressures
- Capital Plans
- Remain focused: everything is linked
- Stay the course (but respond nimbly)
- Expect the unexpected

17



## The Road Ahead (two ways to look at it)



18





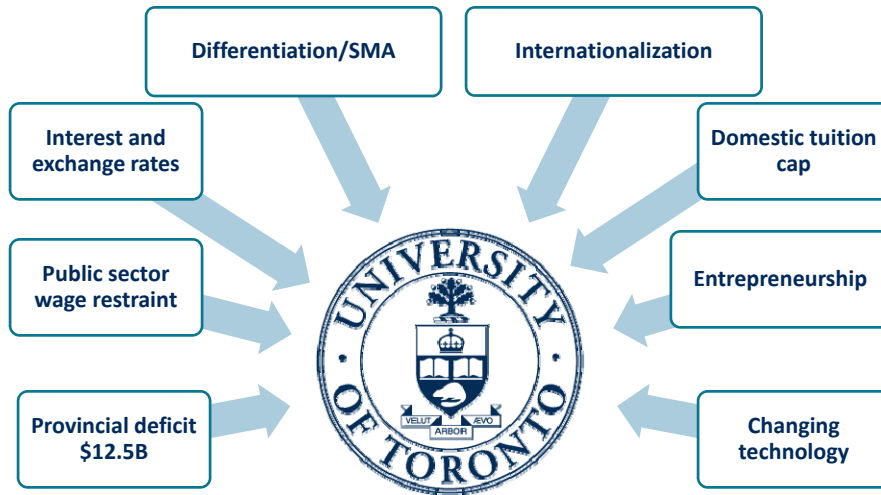
**University of Toronto and UTM  
2015-16 Campus and Institutional Operating Budget  
September 14, 2015 Campus Affairs Committee**

## Overview

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- Budget context 2015
- Budget structure and process
- Enrolment
- UofT Revenue, expense and university fund
- Student financial support
- UofT Overview Summary
- 2015-16 UTM budget

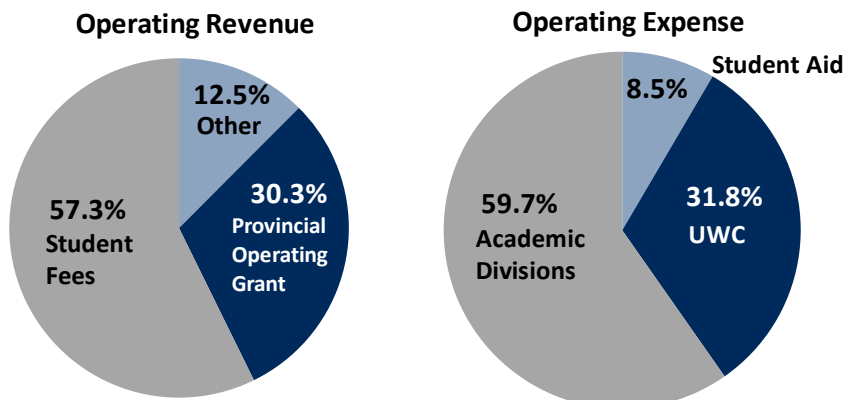
## The Budget: strategic context



2015-16 Operating Budget

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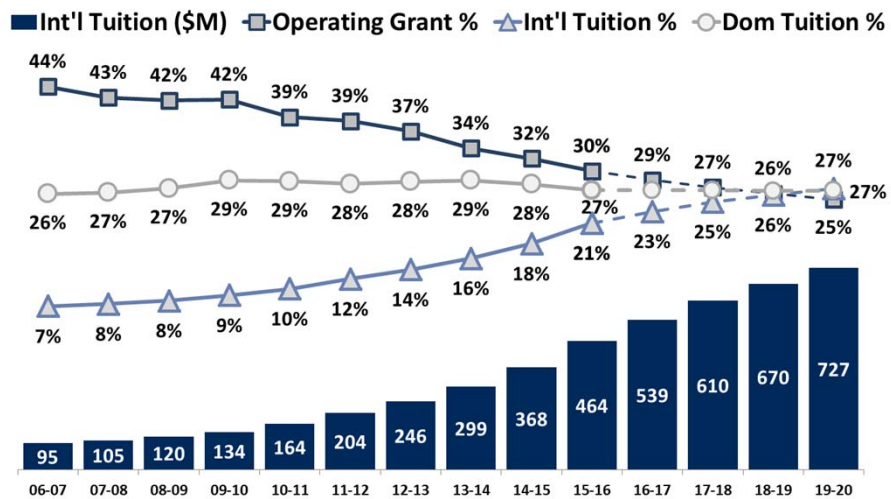
## 2015-16: a balanced budget at institutional level \$2.16B



2015-16 Operating Budget

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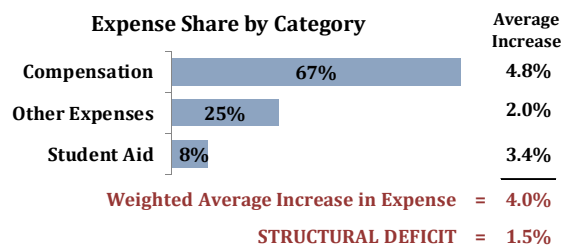
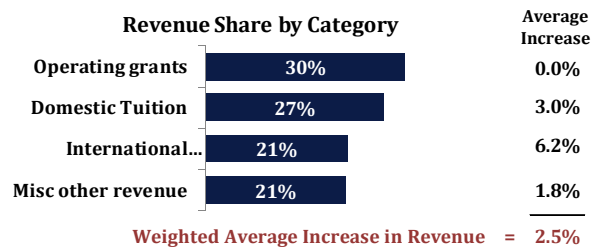
## International tuition as % of revenue



2015-16 Operating Budget

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## Structural budget challenge: scenario if we were to freeze all growth in students, faculty and staff



2015-16 Operating Budget

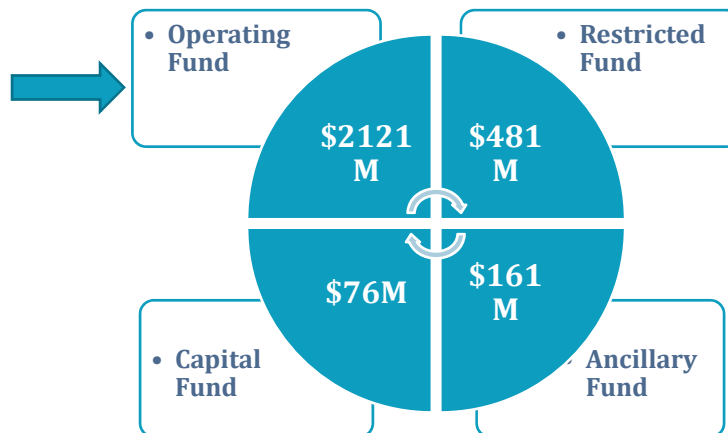
6

## Budget Structure & Process



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## The 4 Funds (2014-15 revenue in \$M)



2015-16 Operating Budget

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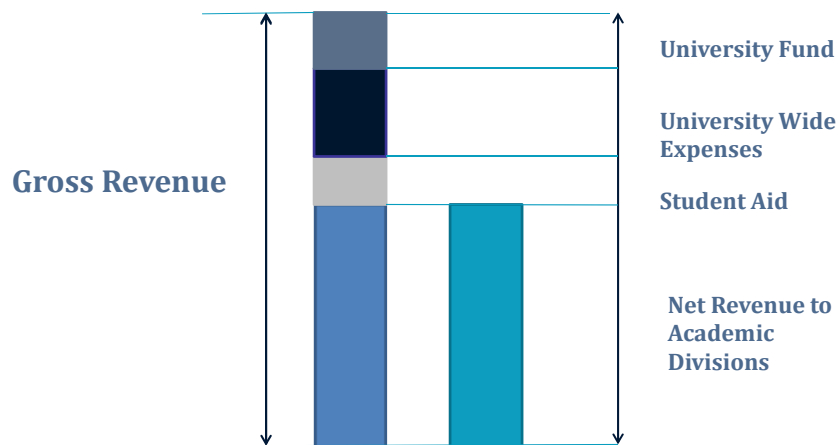
## Budget Model Principles

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- **Minimize** administrative costs of the model
- Support **local innovation**
- Faculties should **strive** to generate revenues to cover their costs and share of central costs
- Support and encourage **inter-divisional** activity
- Support **institutional priorities**

## Net revenue to academic divisions

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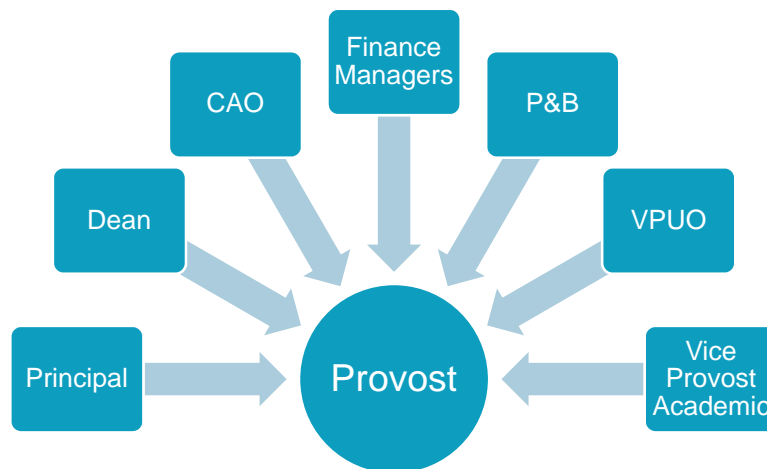
## University Fund

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- Created by a 10% deduction from gross revenues, excluding segregated funds
- Intended to strengthen quality and provide stability, consistent with academic priorities
- Allocations based on academic plans and institutional priorities; not tied to revenues and costs

## Academic budget review

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## Annual Budget Development

### Academic budget reviews with Deans

- Discuss academic goals and priorities
- Inform long-range revenue and cost projections
- Inform allocations from the University Fund

### Shared services budget reviews with VPs

- President and Deans' Advisory Committee
- Informs service levels and cost containment

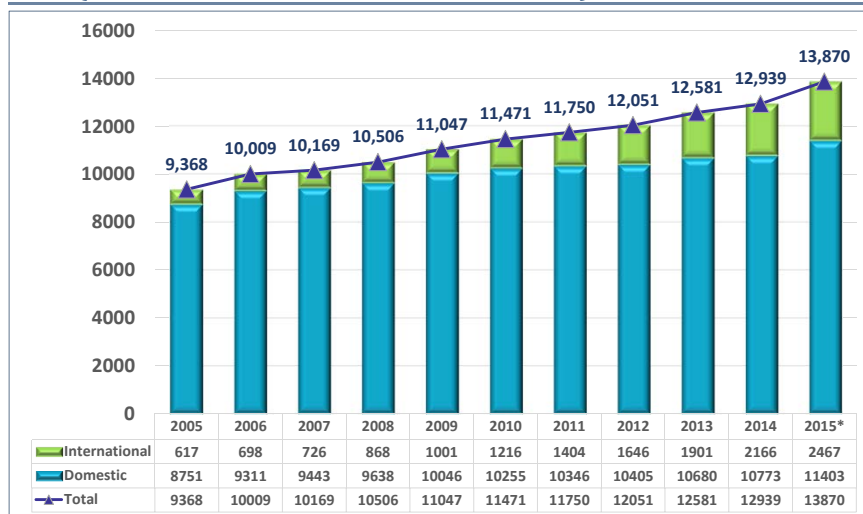
## Enrolment



## Long term tri-campus undergraduate enrolment plans

Total FTE	2014 Actual	2019 Plan	5 year Growth Plan	% Growth
UTM	10,942	13,044	2,102	20%
UTSC	10,088	11,511	1,423	14%
St George	37,836	37,928	92	0%
<b>Total UG</b>	<b>58,866</b>	<b>62,483</b>	<b>3,617</b>	<b>6%</b>

## Total UTM UG Headcount (international and domestic) 2004-2014



\*2015 DATA (REG+INVIT) AS OF SEPT 10, 2015

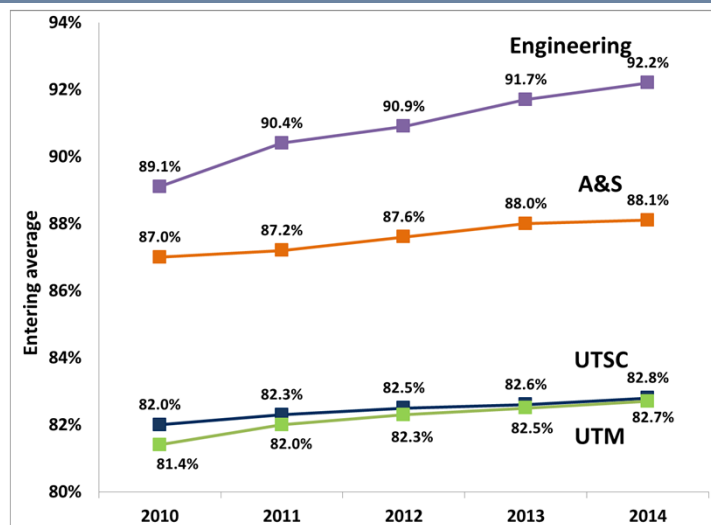
## 2014-15 UTM Undergraduate Enrolment

Area of Study	2014-15 FTE	% International
Arts & Humanities	2,678	13%
Social Sciences	4,201	18%
Management	953	31%
Life Sciences	1,164	4%
Other Sciences	1,733	18%
MD	213	16%
<b>TOTAL</b>	<b>10,942</b>	<b>16%</b>

2015-16 Operating Budget

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## Entering averages are increasing



2015-16 Operating Budget

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## 2014-15 UTM Graduate Enrolment

Program Type	2014-15 FTE	Projected 2019-20
Prof Masters	343	458
DS Masters UTM	0	0
DS Masters tri-campus *	62	n/a
PhD UTM	0	0
PhD tri-campus *	164	n/a
<b>TOTAL</b>	<b>569</b>	

\* As per self-declared code in student system

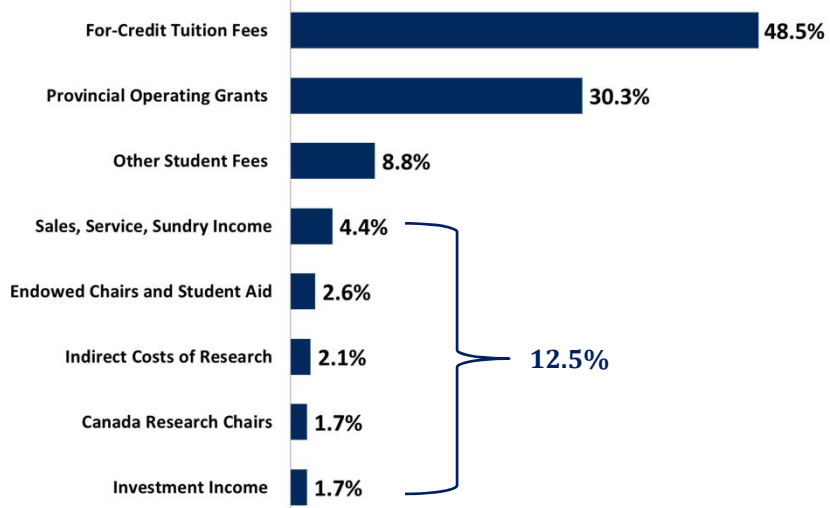
2015-16 Operating Budget

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UofT revenue and expense  
projections



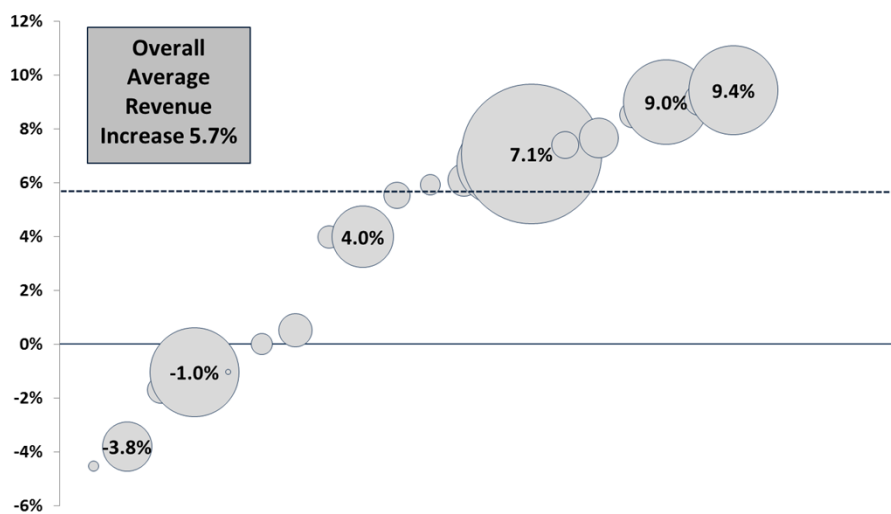
## 2015-16 sources of operating revenue (\$2.16 billion)



2015-16 Operating Budget

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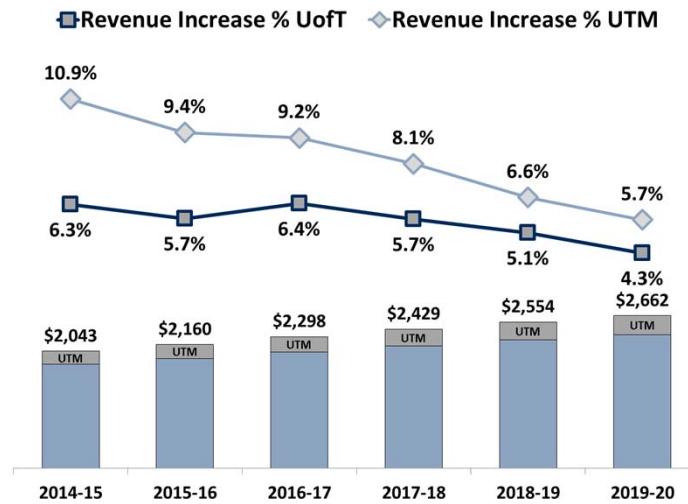
## 2015-16 projected revenue growth by division



2015-16 Operating Budget

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## Projected institutional and UTM revenue growth



2015-16 Operating Budget

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## Compensation update

- Context of provincial wage restraint
- Negotiations ongoing with UTFA
- Agreement with CUPE 3902 Unit 3 (sessional instructors) agreement in place Sept 1, 2014 to Aug 31, 2017. ATB of approx. 1% to 1.25% per year, plus \$300 OTO payment per course.
- USW agreement in place July 1, 2014 - June 30, 2017: 3-year average all-in cost of settlement = 3.45%
- CUPE 3902 Unit 1 (TAs): agreement in place May 1, 2014 to Dec 31, 2017. ATB of approx. 1% to 1.25% per year.

2015-16 Operating Budget

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## Pension special payments and other related costs

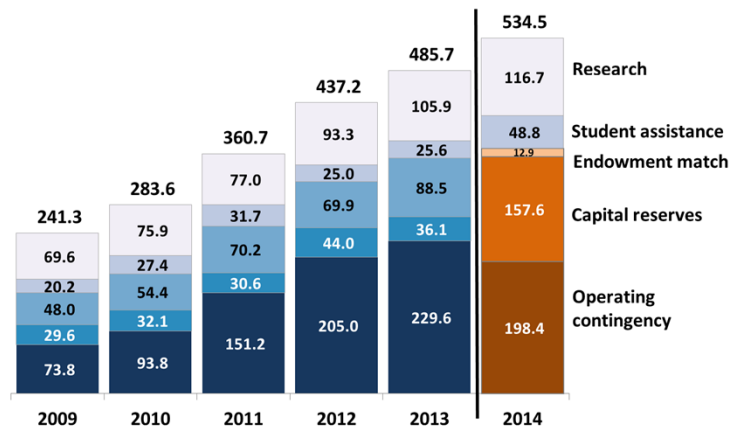
	Annual \$M	Cumulative \$M
Up to 2010-11	27	27
2011-12	30	57
2012-13	20	77
2013-14	10	87
2014-15	5	92
2015-16	5	97
2016-17	5	102
2017-18	5	107
2018-19	5	112
2019-20	0	112

2015-16 Operating Budget

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## Reserve balances

Note: change of reporting categories in 2014



2015-16 Operating Budget

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## University Fund and student financial support



## The University Fund to 2015-16

\$99.9M

- Reference Level UF
- 2006-07
- UTM = (\$4.6M)

\$61.5M

- UF Allocations
- 2007-08 to 2015-16
- UTM = \$11.9M



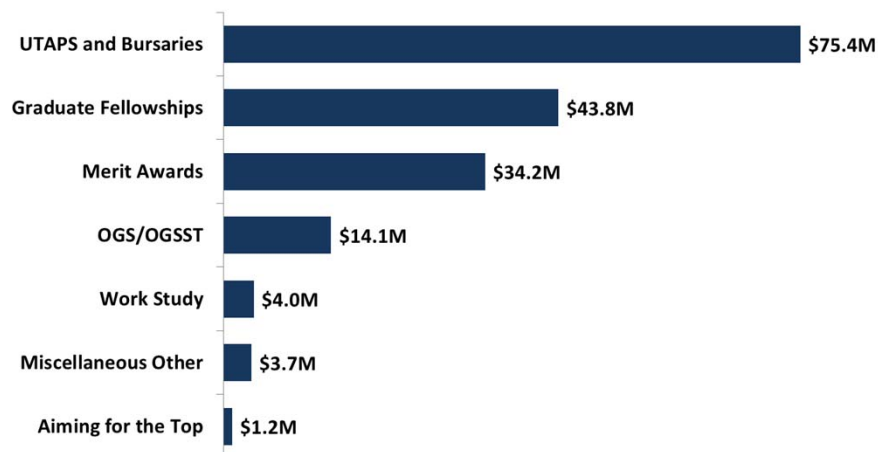
## 2015-16 University Fund: ~\$10M base + \$4M OTO

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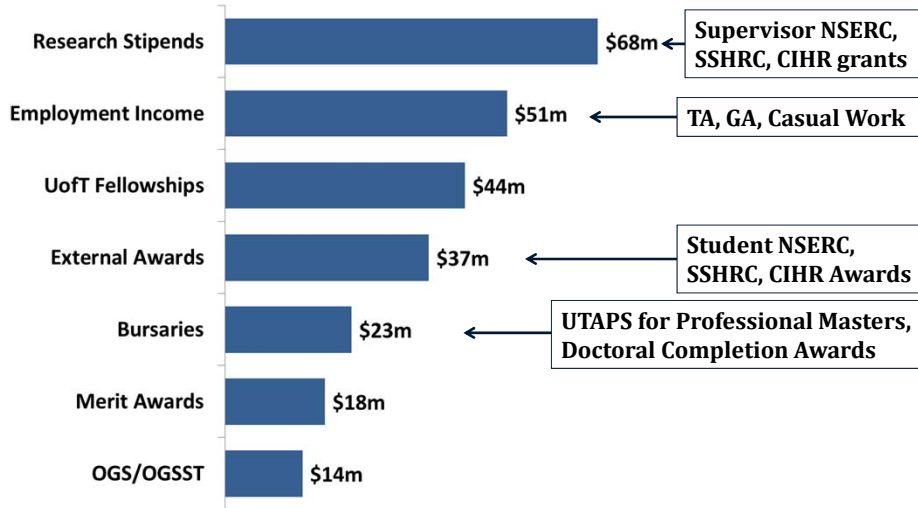
Theme 1: Teaching Excellence	\$7.80M
• Faculty FTE, Interdivisional Teaching, teaching innovation	
Theme 2: Research Excellence	\$3.75M
• PhDEIF, operating cost of research space, student entrepreneurship	
Theme 3: Internationalization	\$1.25M
• International student services, international student experience	
Theme 4: Structural Budget Support	\$2.00M

## \$176M spent on student aid in 2013-14

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## 2013-14 financial support for graduate students = \$256 million



## UofT Overview - In Summary



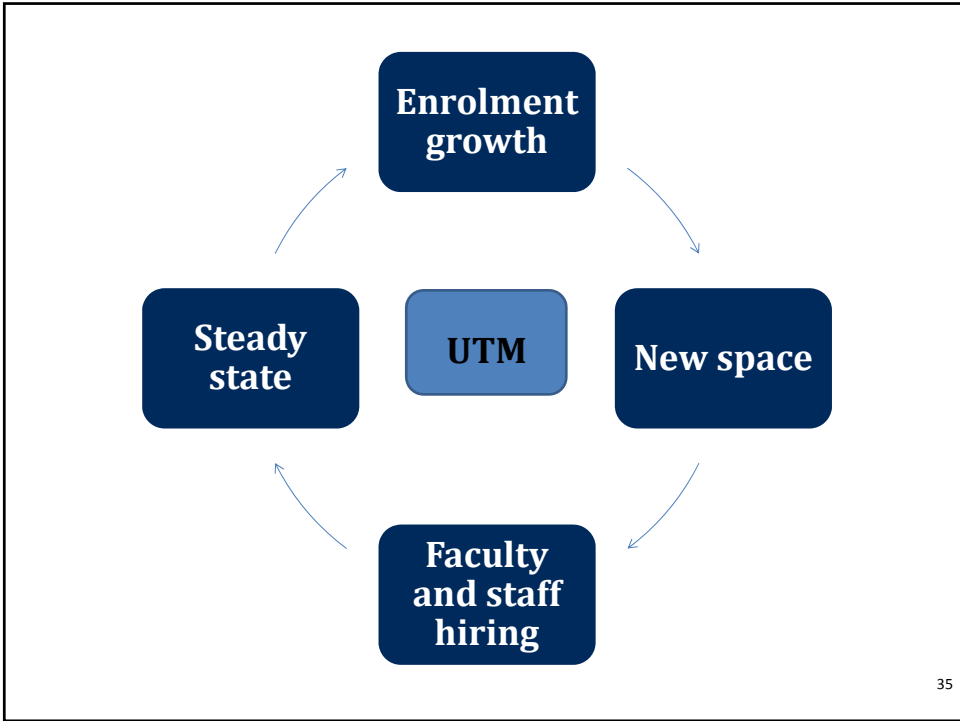
## Summary

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- Provincial Grant continues to decline as overall source of revenue
- International enrolment growth is very strong
- Revenue growth rate slowing but UTM still growing slightly faster rate than average
- Source of revenues generally more dynamic and risky – divisions prioritizing OTO investments
- Incoming undergraduate entering averages continue to rise
- Continue to face a structural budget challenge but some improvement on the expense side
- More attention to alternative revenues – growing the non-student portion of the pie
- As always...decisions matter

## UTM Budget





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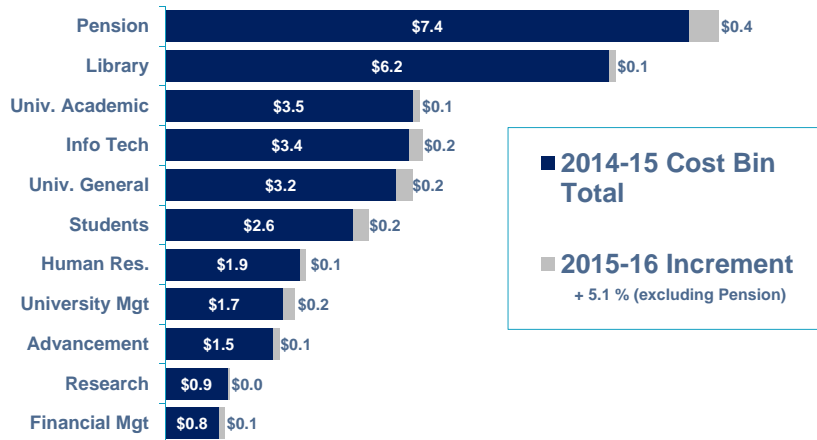
### UTM 2015-16 budget (\$M)

(per slide #10)

Tuition and Grant revenue	\$238.9
Investment and other income	<u>6.1</u>
<b>Subtotal</b>	<b>\$245.0</b>
University Fund Contribution (10%)	(24.4)
Other attributed revenue (net)	1.8
University-wide costs	(34.8)
Student Aid	(10.6)
University Fund Allocation*	7.2
Other adjustments	<u>0.1</u>
<b>"Net revenue" to UTM</b>	<b>\$184.3</b>

\* The current UF Allocation represents the cumulative total of \$6.6M as at the previous year, plus an incremental allocation of \$0.6M from the Provost in 2015-16.

## University wide costs by **bin** for UTM (34.8\$M)



## University wide costs by **activity** for UTM (34.8\$M)

2015-16 University-Wide Costs for UTM	
Student-related UWC	\$21.3M
Faculty-related UWC (incl. Pension)	\$10.5M
Research-related UWC	\$1.5M
Other UWC	\$1.5M
<b>Total University-Wide Costs</b>	<b>\$34.8M</b>

## 2014-15 Actuals: UTM Campus Costs

Campus Cost *	2014-15
Occupancy	\$ 29.2M
Library	6.1M
Student Life	2.1M
Admin, Finance and HR*	2.0M
Information Technology*	0.4M
<b>Total</b>	<b>\$ 39.8M</b>

\* Note: These costs reflect only the portion of the total expense budget that pertains to running a campus, they do not reflect the full cost of the operation.

## UTM University Fund Contribution & Allocation (\$M)

	2014-2015 Balance	2015-2016 Increase	2015-16 Balance
<b>UF Contribution (deduction)</b>	<b>\$ (22.4)</b>	<b>\$ (2.0)</b>	<b>\$ (24.4)</b>
<b>UF Allocation</b>	<u>6.6</u>	<u>0.6</u>	<u>7.2</u>
<b>Net UF Contribution</b>	<b>\$ (15.8)</b>	<b>\$ (1.4)</b>	<b>\$ (17.2)</b>

## 2015-16 University Fund Allocation to UTM

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### **Theme 1: Teaching Excellence**

- 3.0 Faculty FTEs (to address student-faculty ratios and PhD enrolment growth) \$450K

### **Theme 3: Internationalization**

- International student services in divisions \$150K

## UTM 2015-16 budget

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<b>"Net revenue" to UTM</b>	<b>\$184.3</b>
<b>Divisional revenue &amp; recoveries</b>	<b>31.2</b>
<b>Compensation</b> (excluding self-funded student services)	<b>(128.9)</b>
<b>Mortgages</b>	<b>(4.3)</b>
<b>UTM deficit repayment</b> (last payment)	<b>(2.0)</b>
<b>Utilities</b>	<b>(6.3)</b>
<b>Self-funded student services</b>	<b>(17.9)</b>
<b>Renovations, infrastructure and capital</b>	<b>(28.0)</b>
<b>Library acquisitions &amp; automation</b>	<b>(1.9)</b>
<b>New faculty start-up funding</b>	<b>(3.0)</b>
<b>Deferred maintenance</b>	<b>(1.0)</b>
<b>Other supplies and services</b>	<b>(22.2)</b>
<b>Net result</b>	<b>-</b>

### Capital Debt Carried on Operating

<i>Existing Debt:</i>	<i>(original principal)</i>
Recreation, Athletics and Wellness Centre	\$16.0
Davis - Phase 1	5.8
Sidney Smith Patio	3.1
Alumni Gates	1.2
Chiller	1.4
Library - long term	1.1
Alumni House	1.0
Terrence Donnelly Health Science Complex	8.2
UTM CCIT Building	2.5
UTM Wellness Centre Match	7.0
Deerfield Hall	17.0
<b>Total</b>	<b>\$64.3</b>
(Balance at April 30, 2016 = \$48.7)	